

**GOVERNMENT OF ANDHRA PRADESH**  
**A B S T R A C T**

Centre for Good Governance – Strategic Review – Making CGG a National/International Centre of Excellence in Governance Reforms and Digital Governance – Changes in Organisational Structure and Governance Arrangements – Orders – Issued.

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**GENERAL ADMINISTRATION (COORDINATION, GPM&AR) DEPARTMENT**

**G. O. Ms. No.45**

**Dated: 18-2-2014**

Read the following:-

- 1.G.O. Ms. No.411 GA (AR&T-III) Dept. dt. 12.10.2001
2. G.O. Ms. 198 GA (GPM &AR) Dept. dt. 23.7.2004

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**O R D E R:**

Based on the recommendations of the Task Force on Good Governance constituted by the Government of Andhra Pradesh, the Centre for Good Governance (CGG) was established in 2001 vide the reference 1st read above to work on issues relating to Good Governance. The original purpose of the CGG was to guide and co-ordinate the Government of Andhra Pradesh (GoAP)'s governance reform programme and to support implementation of reform and change management to achieve Government goals and policy priorities. CGG's key objectives are:

- To translate Government goals, objectives and policy priorities into tangible reform actions in the areas of governance;
- To identify those core issues and areas for change which will make the most impact in improving the performance of Government and enable it better to respond to the needs of its customers.
- To work with Government functionaries and other stakeholders to analyse key issues in governance, identify solutions, plan actions, and support implementation of administrative reforms.
- To identify and codify best practices in administrative reform and to support its wider implementation.

2. CGG is registered as a Society under the Andhra Pradesh (Society Registration) Act 2001, in May 2003 to provide autonomy and flexibility in its functioning. The Board of Governors of CGG is chaired by the Hon'ble Chief Minister of Andhra Pradesh. It comprises of select Ministers, the Chief Secretary to GoAP, select Special Chief Secretaries / Principal Secretaries to GoAP, nominee of the Department of Administrative Reforms and Public Grievances (DAR&PG), Government of India (GoI) and known experts/professionals as members of the Board. The Board's primary role is to provide overall policy guidance and directions for the efficient functioning of the Society in fulfilling its objectives.

3. A Steering Committee chaired by the Hon'ble Minister of Finance, GoAP is constituted to provide direction on routine matters and other issues of CGG. Initially, the Executive Director of CGG was the Chief Executive of CGG taking care of the day-to-day administrative functions. Subsequently, the Executive Director of CGG has been re-designated as the Director General and Executive Director, CGG vide reference 2<sup>nd</sup> read above.

4. In 2005, Atos KPMG carried out review of operation plan of CGG, which concluded that CGG has proved its value in assisting the government in taking forward governance reform, and has undertaken many innovative projects which appear to be having a real impact on performance improvement in GoAP. The report lauded CGG for the quality of the projects and

staff, relationship with GAD and other departments, and the level of support provided for implementation. Further the report raised certain key issues where some strengthening was suggested. These are: role of CGG in governance reform, support to Strategic Performance and Innovation Units (SPIU) in departments, role of Secretaries, focusing on implementation, communications, lessons learning and evaluation, internal structures, staff capacity and financial sustainability.

5. Over the past decade, CGG's activities in the areas of governance reforms and e-governance have increased multi-fold and have expanded to other states as well as to Government of India (GoI). A consequence of these developments is that CGG today has over 72% of its revenues coming from e-governance projects and 67% of its employees belong to this group. CGG has evolved into a centre of excellence in e-Governance with a sizable consulting component. A comprehensive strategic review was undertaken by a management consultant to explore and chart a growth plan for CGG which would capitalize on its internal capabilities. The strategic review has suggested organization restructuring and development of the e-governance applications as products so as to script the next chapter of growth.

6. A study was also done on the governance mechanisms and structures of national institutes of excellence such as IITs and IIMs and their applicability to CGG. These institutes are registered as societies and have autonomy in their selection of the Chairman of the Board of Governors and the Directors and also independence in day-to-day management. The key executives are selected through a search committee constituted by the Board which recommends a panel of three names out of which one is picked by GoI. As CGG is financially independent and does not depend on any budgetary support from the Government, a similar structure needs to be developed to promote CGG as a national/ international centre of excellence.

7. After careful examination of the recommendations of experts and consultations with stakeholders, the State Government hereby issues orders to strengthen CGG as follows:

**Board of Governors**

- (1) CGG will be fully autonomous, governed by a General Body. The General Body shall be known as the Board of Governors. The Board shall be headed by an eminent person selected through a Search Committee constituted by the Board and having three members, nominated by the Board.
- (2) The tenure of the nominated members of the Board shall be for a period of three years. The Director General of CGG shall be the Member Secretary of the Board of Governors.
- (3) The Board will provide overall policy guidance and directions for the effective functioning of the Centre in fulfilling its objectives. It will create such posts as may be required for efficient management of the affairs of the Centre.
- (4) The Chairman of the Board shall have the power to call for the meetings of the Board of Governors and preside over the same, accept or reject resignation of members and review the functioning of the Centre.
- (5) The Government shall nominate an Executive Chairman who will guide the implementation of governance reform programmes, business development and functioning of centers of excellence. He/she shall assist in the preparation and implementation of the annual calendar of programmes drawn, research studies undertaken, e-tools being developed and documentation by the centers of excellence in CGG.
- (6) Pending the constitution of a new Board, the present Board will continue with modified composition as at Annexure I.
- (7) Details of Powers and Functions of Board of Governors and Meeting of the Board of Governors are presented in Annexure II.

(8) If the Board of Governors is not able to meet for a period beyond six months, Director General has to take the approvals needed by the Chairman of the Steering Committee. Such approvals are to be routed through Principal Secretary to Government in Finance Department. All such approvals would be placed before the subsequent meeting the Board of Governors for information and ratification.

### **Centers of Excellence**

(1) CGG will function as a national/international Centre of Excellence on governance reforms with focus on the following areas: good governance; human resource management; financial management; performance management; human development; agriculture and rural management; urban management; energy and environment; equity and inclusion; digital governance. Accordingly, CGG will develop individual centers of excellence/constitute resource groups by re-organising staff and hiring additional professionals on the basis of merit and competition. CGG will also collaborate with reputed centers and new centers being developed such as National Institute of Urban Management.

(2) Each centre of excellence/resource group will have a Director/one or more senior managers in charge guided by an advisory committee chaired by a Special Chief Secretary/Principal Secretary/Secretary to Government/reputed expert, nominated by CGG with the approval by Chief Secretary. The Directors/manager in charge of the resource groups will report to DG, CGG.

(3) Each centre of excellence/resource group will draw up an agenda of activities in consultation with the advisory committee, Director General and Executive Chairman, implement the same and report to the Director General/Board.

### **Director General**

(1) The Director General of CGG shall be appointed by the Government to start with, and thereafter by the Board of Governors from a panel of three names recommended by the Search Committee. The Search Committee shall have three members headed by the Executive Chairman and two other members nominated by the Board. The Search Committee shall look for outstanding candidates belonging to the fields of Governance, Public Administration, Information Technology, Management, Social Sciences and Economics including officers from the super-time scale or above in the Indian Administrative Service for the post of Director General. The Search Committee in consultation with the Board shall formulate the qualifying criteria for the post of the Director General.

(2). The Director General shall be appointed for a period of three years, which can be extended for another term of three years. The emoluments and other terms and conditions of the post of Director General shall be determined by the Board of Governors.

(3) The Director General of CGG shall have full functional autonomy in discharging the business of CGG in accordance with CGG Key Policies approved by the Finance Minister and Chairman of Steering Committee.

(4) The Director General will formulate strategies for the growth and development of the Centre and prepare long, medium and short-term business plans/programmes with the approval of the Board. He shall function as the Chief Executive Officer of the Centre. The duties and powers of the Director General are defined in Annexure III.

### **Core Staffing Pattern**

- (1) CGG will have core staffing pattern as decided by the Government, to start with and the Board later, including two Additional Director Generals (ADG). Additional Director General – Administration & Finance will look after all internal functions such as administration, finance, HR, library, infrastructure, and data centre etc. Additional Director General - Programmes/Business Development will be responsible for programmes and business of the Centre. The appointment of ADGs would be for a minimum period of 3 years, subject to extension based on performance. The ADGs will be supported by senior level staff.
- (2) The centers of excellence in CGG will be managed by Directors/senior managers supported by programme managers, knowledge managers, and research associates, etc.
- (3) The core staffing pattern in CGG is presented in Annexure IV. Other staff shall be on project/consultancy/outsourcing basis. To the extent possible, staff in CGG may be taken on deputation from the Government Departments and retired officers with exceptional reputation and background. For deputation of skilled professionals/experts in Government to CGG, Government shall permit deputation up to 10 years, in relaxation of the relevant rules.

### **Strategic Alliances**

- (1) DG, CGG is authorised to undertake strategic alliances with reputed national and international institutions/agencies to promote the goals of good governance and public management reforms.
- (2) For establishing strategic alliances, CGG is authorised to directly take up with the Government of India Ministries and international institutions/organisations/universities, etc.

### **Finances of CGG**

- (1) The finances of the society shall consist of the following:
  - a) Corpus contributions made by the GoAP, international funding agencies/foundations/industry/other entities;
  - b) Fees from consulting assignments and other support to international, national, state and local governments and organisations;
  - c) Income from investments;
  - d) Income from lease of space and facilities;
  - e) Income from other sources including donations and contributions from individuals and institutions from within and outside India.
- (2) CGG will not receive any grants for staff salaries and maintenance expenses and accordingly will follow its own Key Policies regarding staff salaries, office maintenance, TA, DA, deputation allowance, motor vehicles allowance, housing, etc. All capital construction projects of CGG, however, will be subject to CPWD/State PWD Code/Rules, except in cases where the Board has given specific exemption in view of the emergency or small nature of the works. However, all such exemptions in a year should not be more than Rs 25 lakhs.
- (3) Though CGG will not receive any grants from Government, it will receive payments towards undertaking research projects/developing e-tools/providing expertise support and maintaining the e-applications developed, including hosting in CGG servers from the departments as mutually agreed.

### **Setting up Endowment Funds**

(1) The Director General, based on CGG Key Policies approved by the Chairman of Steering Committee shall open and operate endowment funds. The guidelines for utilization of this fund shall be drawn up. Director General of CGG shall execute endowment fund agreements or other documentation.

### **Powers of Delegation**

(1) Subject to any general directions given by the Board in this behalf, Director General may, at his discretion, delegate all or any of the powers assigned to him for efficient performance of the work of the Centre.

### **Staff and Appointments**

(1) The scales of pay and other terms and conditions for all Staff of the Centre, in so far as they are not covered by the Bye-laws or other regulations or orders made by or with the approval of the Board of Governors from time to time, shall be determined by the Director General.

(2) Appointments to posts approved by the Board shall be made by the Director General according to such procedure as may be approved in this behalf under CGG Key Policies as approved.

(3) Notwithstanding anything contained in this G.O., all appointments made prior to coming into force of this G.O shall be deemed to have been validly made under this G.O.

### **Suits, Properties, Contracts and Agreements etc.**

(1) The properties (movable and immovable) of the Centre shall vest in the Board of Governors.

(2) All suits and proceedings on behalf of and against the Centre shall be instituted in the name of the Director General or such other persons decided by the Board.

(3). The Director General is authorised to sign and execute, on behalf of the Centre, all documents pertaining to Bank Guarantees, Counter-Guarantees, Contracts with outside Agencies, Memoranda of Understanding or Agreement and legal documents like Affidavits, Declarations, application for plans, permits and connections.

8. CGG is advised to change the Bye-Laws and the Memorandum of Association and Rules as necessary in due course and conduct business following the guidelines issued in this GO.

**(BY ORDER AND IN THE NAME OF THE GOVERNOR OF ANDHRA PRADESH)**

**Dr. P.K. MOHANTY  
CHIEF SECRETARY TO GOVERNMENT**

To

The Director General, CGG, Hyderabad

Copy to:

All the members of the Governing body of the Centre for Good Governance

The Principal Secretary to Chief Minister

The PS's to Ministers concerned

All the Special Chief Secretaries/Principal Secretaries/Secretaries to Govt.

All the Departments of Secretariat

The PS to Chief Secretary

//FORWARDED ::BY ORDER//

**ASSISTANT SECRETARY TO GOVERNMENT**

**(G.O.Ms.No.45 G.A.(CORDN., GPM&AR) Dept., Dated:18-02-2014)****Annexure I****CGG: Modified Composition of Board of Governors**

1.	Chief Minister:	Chairman
2.	Finance Minister:	Member
3.	Minister, ITE & C	Member
4.	Chief Secretary	Member
5.	Executive Chairman, CGG	Member
6.	Special Chief Secretary/Principal Finance Secretary	Member
7.	Special Chief Secretary/Principal Secretary, Planning	Member
8.	Special Chief Secretary/Principal Secretary, GPM & AR	Member
9.	Director General, HRDI	Member
10.	Secretary, DAR & PG, GOI or Nominee	Member
11.	Chairman, National Association of Software and Services Companies (NASSCOM)	Member
12.	Dean, Indian School of Business (ISB) or his nominee	Member
13.	Director, Tata Institute of Social Sciences (TISS), Mumbai	Member
14.	Director, IIT, Hyderabad	Member
15.	Representative of Industry, nominated by Board	Member
16.	Representative of Civil Society, nominated by Board	Member
17.	Representative from Academic Institutions, nominated by Board	Member
18.	Director General, CGG	Member-Secretary

Special Invitees as needed depending on context will as decided by the Board. However, such special invitees will not have any voting power.

**Annexure II**

**A. Powers and Functions of the Board of Governors**

The Powers and Functions of the Board of Governors shall be as follows:

- a) to prepare and execute detailed plans and programmes furtherance of the objects of the Centre;
- b) to receive, to have custody of and to expend the funds of the Centre and to manage the properties of the Centre, both movable and immovable, including to sell, assign, mortgage, lease, exchange or dispose thereof;
- c) to sue and be sued in the name of the Member Secretary or any office bearer authorized by the Board who will defend all legal proceedings on behalf of the Centre;
- d) to appoint Committees for disposal of any business of the Centre or for advice in any matter pertaining to the Centre, including audit committee, programme management committee, etc.;
- e) to make, adopt and vary, from time to time, Bye-laws for the regulation of and for any purposes connected with the management and administration of the affairs of the Centre and for furtherance of its objects, in particular to make, adopt, and vary from time to time Bye-laws for conducting the business of the Board of governors and the Committees to be appointed by it for delegation of its powers, for fixing the quorum and for co-option;
- f) to consider the annual report and the audited statement of accounts for the outgoing year;
- g) to appoint Auditors for the ensuing year;
- h) to approve the budget of the CGG and major capital procurement proposals;

**B. Meeting of the Board of Governors**

2. The Board shall ordinarily meet once every three months on such dates and at such places as may be decided by the Chairman. In respect of an Ordinary Meeting of the Board:

- a) Notice for an Ordinary Meeting of the Board shall be issued by the Member Secretary at least 14 days before the date of the meeting
- b) The Agenda and connected papers shall be circulated to the Members of the Board at least 7 days before the meeting
- c) Notwithstanding anything in the preceding two sub-clauses, the Chairman may allow the inclusion in the agenda of any matters of which due notice could not be given but

the consideration of which is, in his opinion, urgent and cannot be postponed to a subsequent meeting of the Board.

3. Extraordinary meetings may be convened at any time by the Chairman acting on his/her own initiative or at the request of the Director General.

4. In respect of an Extraordinary Meeting of the Board:

- a) The notice of an Extraordinary Meeting of the Board shall be issued by the Secretary not less than 7 days before the date of the meeting.
- b) The agenda and connected papers shall be circulated to the members of the Board not less than 3 days before the meeting.
- c) It will not be permissible to include in the agenda any matter for which due notice has not been given according to sub-clause (b) above.
- d) Chairman shall also call for extraordinary meeting of the Board if not less than 7 members of the Board request for a meeting in writing.

5. The Chairman may invite any person(s), not being members of the Board, to attend the Board meetings as special invitees who shall not have any right to vote.

6. Five members of the Board shall form a quorum. If a meeting of the Board of Governors cannot be held for want of a quorum, the meeting shall stand adjourned to such date and such time and place as the Chairman may determine. If the required quorum is not present even in the adjourned meeting, within 45 minutes from the time appointed to hold the meeting, the Members of the Board present shall be deemed to be the quorum.

7. Provided that a proposal to amend these Bye-Laws or to recommend an alteration in the Rules shall not be considered at any such adjourned meeting unless at least seven members are present at that meeting.

8. All questions discussed by the Board shall be decided by a majority of votes of the members present; in case of a tie, the Chairman shall have casting vote.

9. The Order of Business shall ordinarily be as follows:

- a) The election of the temporary Chairman of the meeting if the Chairman is not present.
- b) Confirmation of the Minutes of the previous meeting.
- c) Matters arising out of the Minutes of the previous meeting.
- d) Confirmation of the decisions arrived at in the meetings of the Board on matters circulated to members.
- e) Any motion for a change in the Order of Business.
- f) Reports of any concerned Committee.
- g) Other business.

10. The Minutes of each meeting of the Board shall be prepared by the Member Secretary and submitted to the Chairman of the meeting for his approval. Copies of the approved Minutes shall be communicated to every member within 14 days from the date of the meeting.

11. If in the opinion of the Chairman a proposal needs immediate consideration by the Board and if it is not considered possible or convenient to convene a meeting of the Board in time, the Member Secretary shall circulate such proposal to the Members of the Board for their approval. If no opinion is received from any Member of the Board within 15 days, the Chairman shall be free to assume that the Member concerned approves of the proposal circulated to him. All proposals circulated to the Members of the Board and the decisions, if any, thereon shall be reported at the next meeting of the Board for confirmation.

**Annexure III**

**Powers and Functions of Director General**

- a) In consultation with the Executive Chairman/Chairman/Board of Governors, formulate strategies for the growth and development of the Centre and prepare long, medium and short-term business plans/programs with the approval of the Board;
- b) Prepare key policies and procedures and revise them once in three years with the approval by the Board;
- c) Prepare the Budget of the Centre including the supplementary budget, when required, for each year and submit the same to the Board;
- d) Sanction all the Revenue and Capital expenditure on approved schemes provided for in the Budget of the Centre as sanctioned by the Board;
- e) Sanction Revenue or Capital expenditure not provided for in the budget up to a limit of Rs.10,00,000/- in each case, provided the total expenditure so incurred under Revenue and Capital put together shall not exceed Rs.50,00,000/- in any one year;
- f) Sanction re-appropriation of funds from one head of account to another and get the same ratified by the Board;
- g) Sanction such advance increments or additional increments or allowances as s/he considers necessary in respect of all posts.
- h) Appoint staff to all posts on such terms and conditions as per the policy;
- i) Appoint Additional Directors General in consultation with an Executive Committee constituted by the Board;
- j) Decide on appropriate remuneration (not exceeding Rs. 30,00,000/- per annum) to be extended on annual or monthly terms to the staff so recruited at prevailing market rates that match the credentials of the hiree under intimation and ratification of the Executive Committee;
- k) Ensure that all the works of CGG are well coordinated and contribute to the achievement of the objectives of the Centre;
- l) Review the income and expenditure of the Centre from time to time through such periodical controls as the Executive Committee may require and to report thereon to the Board if necessary;
- m) Propose new expenditure not included in the budget sanctioned for the year;
- n) Open bank accounts in the name of the Centre and operate the said accounts;
- o) In consultation with the Executive Committee, create and operate Endowment Funds;

- p) Conduct all administrative functions for the furtherance of CGG objectives;
- q) Sanction the write-off of losses up to Rs. 3,00,000 in each case, with the proviso that the total losses thus written-off should not exceed Rs. 15,00,000 in a year, and that such write-off be reported to the Board for information. This write-off is permissible in respect of the irrecoverable value of property or funds of the Centre lost by fraud, negligence of individuals or other causes;
- r) The DG with the approval of the Board, shall receive donations and gifts on behalf of CGG from Government of India, State Government, private corporate and foreign donors to strengthen CGG's reserve/corpus. The terms of receiving these donations and/or gifts shall be determined by the Board;
- s) Give advice and to make recommendations to the Board on any other financial or administrative matters affecting the Centre either on its own initiative or at the instances of the Board or at the request of the Chairman;

**Annexure IV**

**CGG: Core Staffing Pattern**

1.	Director General	1
2.	Additional Director General, Finance & Administration	1
3.	Additional Director General, Programme/Business development	1
4.	Directors/Senior Managers	10
5.	Programme Managers	10
6.	Knowledge Managers/IT Managers	20
7.	Research Officers	20
8.	Administration Manager	1
9.	Facilities Manager	1
10.	Finance Manager	1
11.	Accounts Officer	1
12.	Training Coordinator	1
13.	Protocol Officer	1
14.	Support Staff: Administration, Finance, Programme	5
15.	Other Office support staff	6

Other staff as required by CGG will be purely on project requirement/outsourcing basis.

**Dr. P.K .MOHANTY  
CHIEF SECRETARY TO GOVERNMENT**